

**Workforce Investment Act (WIA)
Temporary Assistance for Needy Families (TANF)
ONE-STOP INTEGRATION**

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for

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ONE STOP FACILITY AND ENVIRONMENT

The customer's first experience with the One Stop will play a crucial role in setting the tone for the entire emphasis on employment. The goal of the One Stop Center will be to create an environment that allows customers seamless access to a variety of available services that ultimately result in gainful employment. It is imperative to the success of the One Stop that professional customer service is provided with an emphasis on treating customers with dignity and respect.

Adequate facilities to house an array of services will be required. Model programs throughout the U.S. incorporate TANF, WIA and Wagner-Peyser under the same roof, as well as on-site child care services, itinerant economic or small business development centers, vocational rehabilitation services, counseling services, Adult Basic Education, Literacy, GED and vocational/career assessment labs.

The creation of an adequate multi-use facility allows for partners, support services and interested employers to consolidate their efforts in developing a pool of job ready applicants.

Recommendations:

1. It is urgent that a detailed cost analysis and a budget of the transition be outlined and presented to the Office of Workforce Development and Training prior to the legislative session (January 18, 2005).
2. The program provider needs to begin a search for appropriate space for the One Stop Centers to be located in Bernalillo, Torrance, Sandoval and Valencia counties. A meeting including administrative representation from MRCOG, the WIA Board, DOL and Secretary Edward J. López Jr. of the State General Services Department to discuss the facility needs of One Stop Centers might be beneficial.
3. The WIA Board may want to have a discussion with the Office of Workforce Training and Development on how the administrative costs will be dispersed. The TANF Work Program dollars are passed from HSD/ISD to OWTD to MRCOG. What percentage of the administrative costs will be given to the provider.
4. In the rural areas, Community Centers, Chambers of Commerce and Small Business Development Centers may be open to creating partnerships that would also encompass sharing space.
5. It would be beneficial for some members of the WIA Executive Board to visit other State operated programs and utilize them as models for the set up and implementation of the One Stop Facilities.

STAFFING and CASE MANAGEMENT

From the outset, all staff must be of the mind-set that employment is the ultimate goal when serving customers of the One Stop.

At the present time there may be individuals who are experienced in TANF Work Programs, WIA or Wagner-Peyser. Although experience is a valid reason to hire employees, more important is the ability to think “outside the box,” possess strong interpersonal skills and understand the basic customer service rule, “we are here to serve you.” When these skills are put to use this can bring about the results needed to place and retain customers in employment.

Although there maybe a role for para-professionals or non-degreed staff, intensive case management requires the extensive ability to problem solve and make ethical decisions in times of crisis, and the knowledge of the importance of policies and procedures. Also important, is the ability to utilize skills in written and oral communications for effective presentations to employers, other agencies, partners and customers.

Best practices for intensive case management and job placement must be limited to no more than 100 cases per Case Manager/Employment Specialist. Actual intensive case management allows for positive outcomes in referrals to supportive services and job readiness training. The elimination of barriers prior to job placement is imperative to job retention.

Recommendations:

1. All staff should be cross-trained in the policies and procedures of WIA and TANF Work Programs to maximize customer service.
2. All Case Managers and Employment Specialists should hold a Bachelor Degree.
3. Caseloads should not exceed 100 cases per Case Manager/Employment Specialist.
4. Entire One Stop staff should be trained in Customer Service and Team Building.
5. Staff needs to be involved in creating a vision and mission statement of the One Stop Center.
6. Recruitment and staff selection ideally should be completed by April 30, 2005.
7. Cross training (WIA and TANF Work Programs) should be completed by May 15, 2005.

PROGRAM SERVICE AND DELIVERY

The One Stop incorporates a service delivery system that is labor intensive. This initiative is based on the premise that all efforts must move individuals to take charge of their lives and become socially and financially self-sufficient. A model one stop promotes

quality services and client responsibility to change behaviors, and to facilitate the change from unemployment to work.

The key to quality service delivery is coordinating services, leveraging community partnerships and requiring partners/providers to facilitate activities at the One Stop facility.

Currently, due to the management transition from UNM to HSD, the number of activities available to TANF recipients has been reduced. To achieve the goal of facilitating the change from unemployment to work, there must be meaningful activities in place that promote this goal.

The “Dream Team” has been highly involved in the process of selecting appropriate activities for TANF Work Programs and WIA customers. Please refer to “One Stop Client Service Model” chart.

Recommendations:

1. The use of Intensive Services under WIA is being under utilized. It is suggested that the WIA Executive Committee re-evaluate and encourage providers to tap into these resources to assist in positive outcomes and increase performance standards.
2. WIA Executive Committee may consider contracting to various organizations that specialize in providing employment and training, i.e. managed work sites, parenting classes, basic computer skills, career assessment and planning, employability, life and social skills. Due to the number of customers to be served and the performance standards required, One Stop staff should be free to concentrate on intensive case management and job placement.
3. A goal should be to achieve certification by each One Stop facility.

DATA, RECORDS MANAGEMENT AND REPORTING

With the transition of the TANF Work Programs from UNM to HSD, there has been a lag in services that may have affected the performance standards.

With the merger of two large entities, and the double entry of data, there exists the strong probability for error. This leads to inaccurate reporting and thus penalizes the agency involved (reduction in funding) and, ultimately the client (reduction in benefits).

Quality control can be maintained by monitoring a physical case file for each customer that includes all WIA/TANF Work Programs mandatory documents and case narratives.

Recommendations:

1. In meeting the required performance standards collaboration between the Office of Workforce Development and Training, the WIA Board, DOL and HSD/ISD

must be established at the earliest date to set up the procedures required to maintain proper reporting standards. HSD/ISD has the knowledge and the capability to generate reports required for accurate reporting, and this information should be shared if performance standards are to be met or improved upon. Reporting for HSD/ISD is done by Jessie Salazar, New Mexico Works Data and Training Manager.

2. Although there has been discussion about using VOSS as the primary data base to capture information on One Stop customers, currently it doesn't have the capability to capture all the information for TANF Works and DOL programs. Dialogue to explain the urgency of capturing required information for accurate reporting must continue between the Office of Workforce Development, the WIA Administrator and Geo Solutions.
3. Until VOSS is fully operational it is recommended that the Human Services Department's ISD2 data system be installed at each One Stop location for accurate reporting.
4. Case files should be monitored for accuracy by the unit supervisor.
5. WIA may want to consider stepping up their monitoring schedules due to the complex requirements of the TANF Work Programs and WIA. Technical assistance needs to be readily available when needed by the provider.

PREMISES OF THE ONE STOP CENTER DESIGN AND DEVELOPMENT

All individuals:

- ❑ deserve services given with dignity and respect
- ❑ have the ability to improve their quality of life
- ❑ need to be empowered and self-directed in their quest for self-sufficiency
- ❑ can develop social skills to succeed personally and professionally
- ❑ have the potential to become financially secure through employment, training and education

The One Stop Center staff:

- ❑ can embrace change as an opportunity to enhance service delivery
- ❑ facilitate comprehensive custom-tailored services
- ❑ foster the belief that work leads to economic self-sufficiency
- ❑ can ensure success for all by providing individualized program services
- ❑ must encourage individuals to seek choices and opportunities for the development of personal and career goals
- ❑ should respond to the needs of others in a sincere and professional manner
- ❑ must model commitment and productivity in their work

The One Stop Center Provider

- ❑ is organizationally designed to maximize resources
- ❑ is a proponent of utilizing private sector partnerships for job training and employment
- ❑ is structured to eliminate fragmentation and duplication
- ❑ operates timely and efficient programs
- ❑ develops streamlined and cost effective procedures
- ❑ is customer friendly and customer driven